

## Judge Webster Says Changing World Requires New Intelligence Approaches

The Central Intelligence Agency and the entire U.S. intelligence community need to adapt to a rapidly changing world. So noted William H. Webster to a capacity crowd attending the September 28 breakfast meeting of the Standing Committee in Washington, D.C. Judge Webster, who recently stepped down after four years as the Director of Central Intelligence, spoke of the important lessons learned by the nation as the result of the Iran-Contra affair.

Judge Webster described three objectives at the CIA: to increase trust and confidence with Congress and the American people; to separate intelligence information from policy-making; and to adapt to the great changes in the world. The CIA, he stressed, must be open where possible, honest with those to whom it reports, and accountable and responsible. The American people must have confidence in their government and believe that it is working for them and not against them. He quoted William Stevenson ("Intrepid") as once telling him that the most important requirement for an intelligence officer is integrity.

Intelligence community officials, observed Judge Webster, must work within the rules, even though they may try to change them legitimately. These officials may disagree on such matters as the number of briefings before congressional oversight committees and on the content of the briefings, but in any event, testimony to the Congress must follow the "rule of four Cs:" it must be candid, correct, complete and consistent. Questions that cannot be answered must be taken back to the intelligence organization for careful analysis and response, so as not to divulge sensitive sources and methods. Judge Webster said integrity must also characterize the process of preparing national intelligence estimates, which should clearly reflect all divergent views.

In dealing with the rapidly changing world, a major focus for the CIA is the Soviet Union and whether "the threat" continues to exist. For example, Washington constantly needs political, economic and social answers about the changing relationship between the center and the republics, and especially about the potential for instability. Special areas of interest include the Soviet nuclear arsenal and food distribution. Whatever the

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continuing momentous changes in the Soviet Union, far less than 20% of the CIA's resources are devoted there because there are so many important events underway in the rest of the world that are competing for an intelligence officer's attention.

Judge Webster said that the United States must stay on top of widespread regional conflicts and their nationalistic, ethnic and other underpinnings. For example, developments underway in Africa and Asia (such as in the Koreas) require more and not less intelligence. While President Bush says the United States is not going to be the world's policeman, he still needs maximum information to make well-founded foreign policy decisions.

Terrorism and narcotics trafficking are two very important transnational issues according to Judge Webster. Terrorism has a great impact on citizens, can cause enormous destabilization, and can have great political consequences. During Operation Desert Storm, the U.S. intelligence community worked aggressively to identify and blunt potential actions by Saddam Hussein's terrorist teams.

Global economic competitiveness should receive significant emphasis by the U.S. intelligence community in the future. Foreign intelligence services, stressed Judge Webster, often assist their own companies with economic trend data and other information, frequently to the competitive disadvantage of U.S. firms. The U.S. intelligence community needs to find ways to help American companies, but in accordance with our system and its laws. A sometimes related issue that demands more attention is technology transfer.

Perhaps the greatest challenge facing the intelligence community is the proliferation in the Third World of biological, chemical and nuclear weapons and their means of delivery. As intelligence points up violations, international inspectors will have the daunting task of evaluating them on the ground. While in the past the bulk of

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U.S. intelligence monitoring and satellites were focused on the Soviet Union, the changing world situation means that increasingly such capabilities need to deal with weapons proliferation everywhere.

At the heart of intelligence collection and analysis, suggested Judge Webster, is the search for truth, a process that is familiar to lawyers. Intelligence must be used to support the rule of law. He concluded by stating that he was grateful to have recently been appointed Counselor to the Standing Committee and that he looked forward to working to advance the rule of law.